William & Mary

CHARTERED 1693

Academic Affairs

February 2021

SUSTAINABLE CURRICULUM

OBJECTIVES

- Ensure each school's curriculum:
  - meets needs of current and future students,
  - is pedagogically sound,
  - is adequately resourced and makes effective use of resources, and
  - reflects a school vision/strategy that advances W&M mission, vision and values

- Provide mechanism for identifying potential new opportunities and programs

- Enable academic enterprise to respond effectively with programs and resources in current and future fiscal environment

CONSIDERATIONS

- Curriculum vision/strategy for next 3-5 years

- Examination of teaching needs to best deliver the sustainable curriculum

- Areas of strength and areas of concern

- Opportunities for new programs with demonstrated potential demand

- Action plan to address areas of strength, concern, and opportunity, and to align resources with demands/generate new resources

EVIDENCE-BASED PROCESS

- Based on analysis of:
  - Multi-year enrollment/graduation trends
  - Prospective student interests and needs
  - Relevant higher education contexts and guidance from accrediting bodies
  - Relevance of existing requirements
  - Effectiveness of existing program reviews and assessments
  - Class sizes, delivery modalities, teaching loads and schedule/frequency of offerings
  - Financial parameters

BUDGET PLANNING PROCESS

PRINCIPLES

- Enable holistic view of university finances

- Based on shared data and principles

- Annual budget process supports long-term view, areas of strategic focus

- Align staffing with priorities and activity

- Revenue & expenditure goals for each school

ADVISORY WORKGROUP

- Create a shared understanding of W&M's budget across academic leaders in order to collectively plan within a complex resource environment at the university and school levels

- Solicit discussion and input on the development and implementation of budget strategies, priorities and processes

- Increase communication, transparency and engagement regarding the university and schools' budgets

- Shift from short-term, crisis planning to longer-range program planning

MEMBERSHIP

- Advisory to Provost and COO

- Comprises: Deans, Provost Executive Team, Vice President for Student Affairs, Vice President for Strategic Initiatives & Public Affairs, and Faculty Assembly Leadership

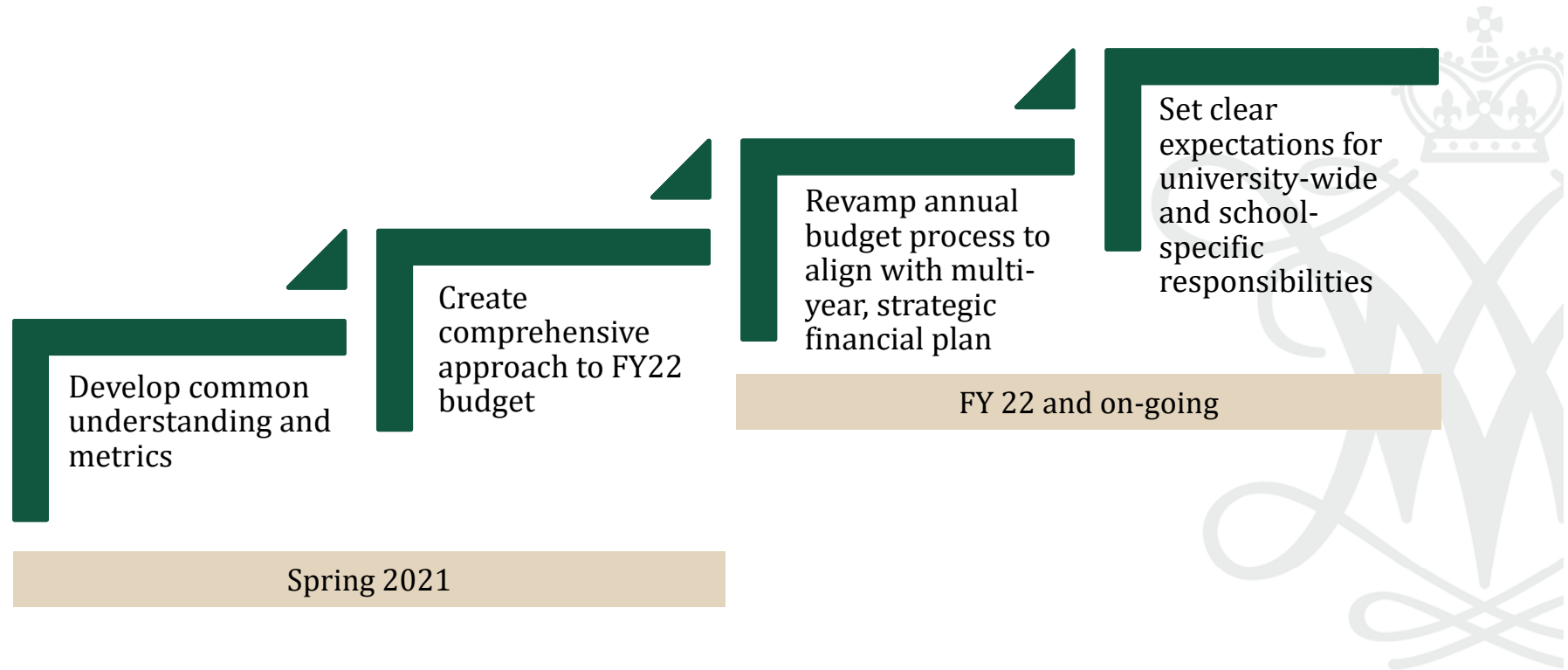- Others to be added depending on topic

KEY FOCUS AREAS

- Cost reduction strategy for FY22

- Alignment of resources with university priorities and needs

- Match current and prospective student interests and workforce needs with resources

- Identify and pursue new revenue opportunity areas

- Develop an annual budget planning process at the university level

CONSIDERATIONS

- Financial ecosystem of a research university

- Enrollment trends – current and future student demand and our ability to respond

- Interdependence of schools and the university

- Major revenue sources and expenditure uses in more detail

- Alignment of resources with long-range planning

IMPLEMENTATION TIMELINE

Develop common understanding and metrics

Create comprehensive approach to FY22 budget

Revamp annual budget process to align with multi-year, strategic financial plan

Set clear expectations for university-wide and school-specific responsibilities

Spring 2021

FY 22 and on-going

QUESTIONS?

COURSE DELIVERY DATA

ALL except Everspring w Delivery Category		%school	%total
A&S	**2249**		**73.11%**
Dual Mode	185	8.23%	
On Campus	807	35.88%	
Remote	1257	55.89%	
MSOB	**270**		**8.78%**
Dual Mode	178	65.93%	
On Campus	13	4.81%	
Remote	79	29.26%	
EDUC	**211**		**6.86%**
Dual Mode	4	1.90%	
On Campus	77	36.49%	
Remote	130	61.61%	
LAW	**252**		**8.19%**
Dual Mode	38	15.08%	
On Campus	4	1.59%	
Remote	210	83.33%	
VIMS	**94**		**3.06%**
Dual Mode	2	2.13%	
On Campus	66	70.21%	
Remote	26	27.66%	

ALL UG CLASSES with delivery type identified		
On Campus	767	33.77%
Remote	1504	66.23%
Grand Total	**2271**	**100.00%**

ALL W&M classes (except ES) with delivery type identified		
On Campus	1173	38.13%
Remote	1903	61.87%
Grand Total	**3076**	**100.00%**

INITIATIVE TIMELINE

February   Phase I of University Data Initiative: collect and validate 10-year trends in student and faculty FTE growth and sponsored research activity, by academic unit

March   Summer tuition modeling; Sustainable Curriculum reports from Deans

April – May   Phase II of University Data Initiative: launch and test dashboard prototype and portal; Sustainable Curriculum action plans by Deans and Provost

Summer   Deans implement action plans

Scale "Jump-Start" programs